



# Peacekeeping Knowledge Management

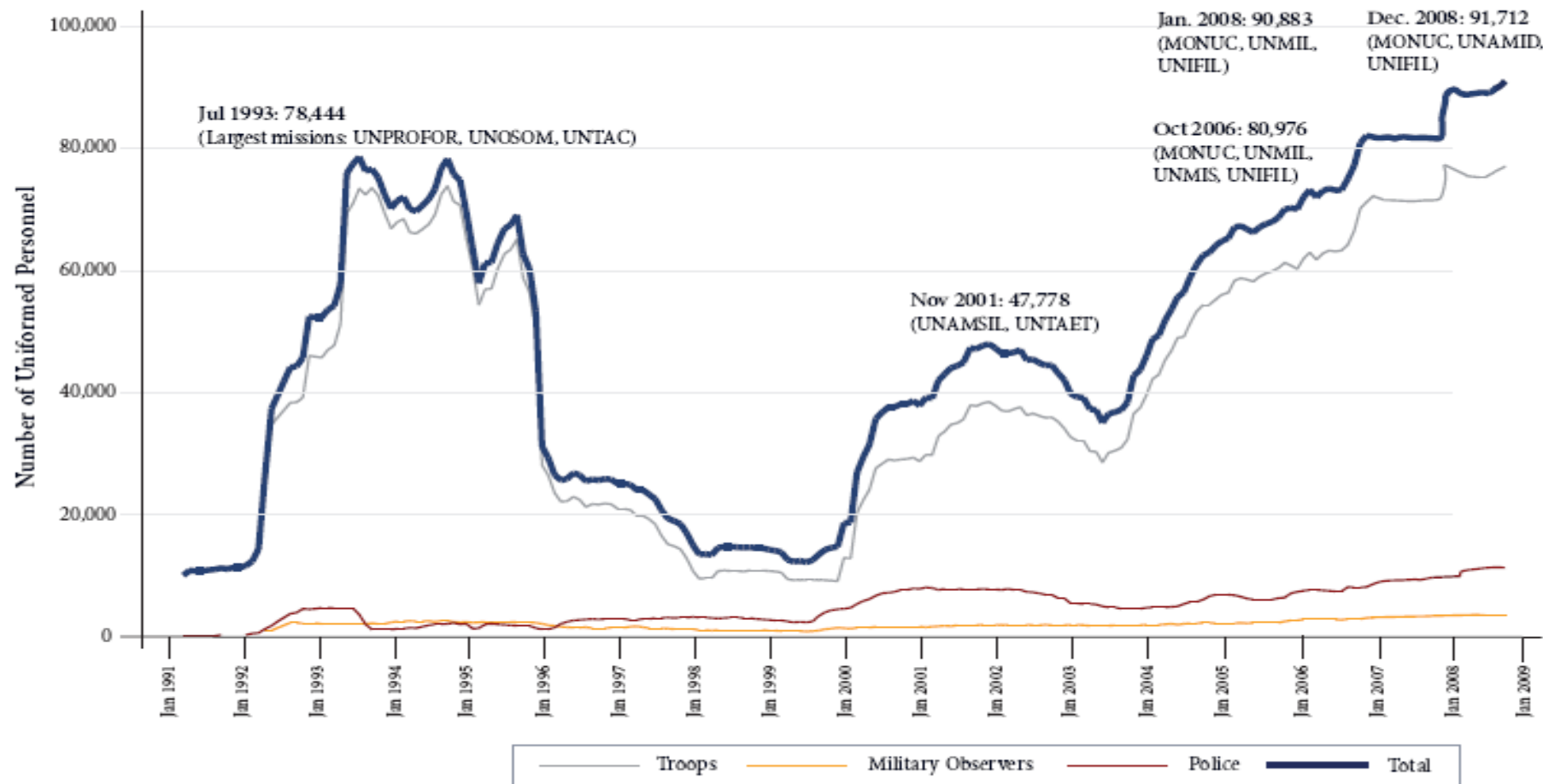
Presentation to NDIA  
Stability, Security, Transition and Reconstruction Conference  
15 December 2010

Leanne Smith  
Deputy Chief, Peacekeeping Best Practices Section  
UN DPKO



## Continuous growth in scale & complexity

### Uniformed Personnel in UN Peacekeeping: 1991- present





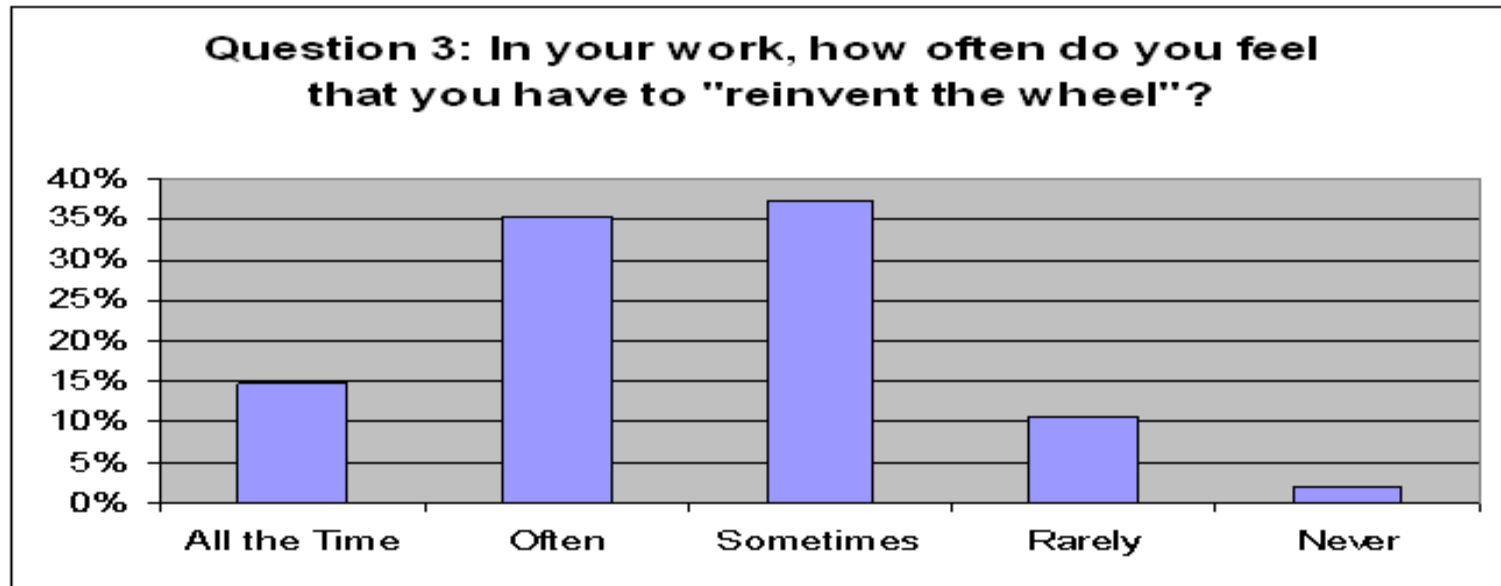
Brahimi: Peacekeeping is not temporary!!  
Shift from *ad hoc* → institutionalizing a  
professional system.

**“With peacekeeping having seemingly reached a peak and now a plateau, we have now an opportunity to take further steps towards finding solutions to these challenges ”**

USG Le Roy (GA UN Peacekeeping Debate June 2010)



# 50% staff in 2004 survey reported having to “reinvent the wheel” always or often





# Department for Policy, Evaluation and Training

Improving peacekeeping through policy, practice, partnership and learning

Policy  
Planning  
Team

Guidance  
Team

Knowledge  
Management  
Team

Integrated Training  
Service

Evaluation  
Unit

Partnerships  
Team

Advisors: Civil Affairs,  
Child Protection,  
Gender, HIV/AIDS

Field  
BPOs & TOs



Learning → Knowledge Sharing

Institution strengthening concept



# Guidance and Policy Planning

# Guidance framework

1000 Series: Capstone Doctrine:



1.0  
Capstone Doctrine

Over the past six decades, United Nations peacekeeping has evolved into a complex, global undertaking. During this time, the conduct of United Nations peacekeeping operations has been guided by a largely unwritten body of principles and informed by the experiences of the many thousands of men and women who have served in the more than 60 operations launched since 1948. This document captures these experiences for the benefit and guidance of planners and practitioners of United Nations peacekeeping operations.

## United Nations Peacekeeping Operations Principles and Guidelines

2008

## Mission Start-up Field Guide

for Senior Mission Managers  
of United Nations  
Peacekeeping Operations



United Nations  
Department of Peacekeeping Operations  
and Department of Field Support  
February 2008

Version 1.0

3000 Series: Mission of Operations:



3.3  
Political Analysis,  
Diplomatic Activity

3.4  
Mission Planning

3.5  
Mission Integration &  
UN Coordination

United Nations  
Department of Peacekeeping Operations  
Department of Field Support  
Ref.



### Policy

February 2008

### Authority, Command and Control in United Nations Peacekeeping Operations

Approved by: **Guillermo**, Under-Secretary-General for Peacekeeping Operations  
Approval date: 15 February 2008  
Contact: Office of the Military Adviser  
Review date: 1 March 2009

6000 Series: HQ Management

6.1  
Dept Management

6.2  
Planning, Budget,  
Oversight

6.3  
HR and Travel

6.4  
Writing and  
Records





## 2010 Policy and Lessons Learning Agenda

### 1. Support to Departmental Policy and Doctrine

- Protection of Civilians
- Robust approach to peacekeeping
- Peacekeeping-peacebuilding
- Capability development
- Global Field Support Strategy
- Planning and Oversight
- Integration

### 2. Roll-out of key policy and guidance documents in 2010

- **Police and Elections Guidelines**
- **Civil-Military Coordination in UN Integrated Missions**
- **Training for all Peacekeeping Personnel**
- **Mission Start-up Field Guide**
- **Gender Policy**

### 3. Haiti Lessons Learnt and Linking Best Practices to New Horizon and Global Field Support Strategy

# **Knowledge sharing and management**



# Knowledge Sharing: collection & connection (governed by KS Policy )



Best Practices Toolbox



Resources



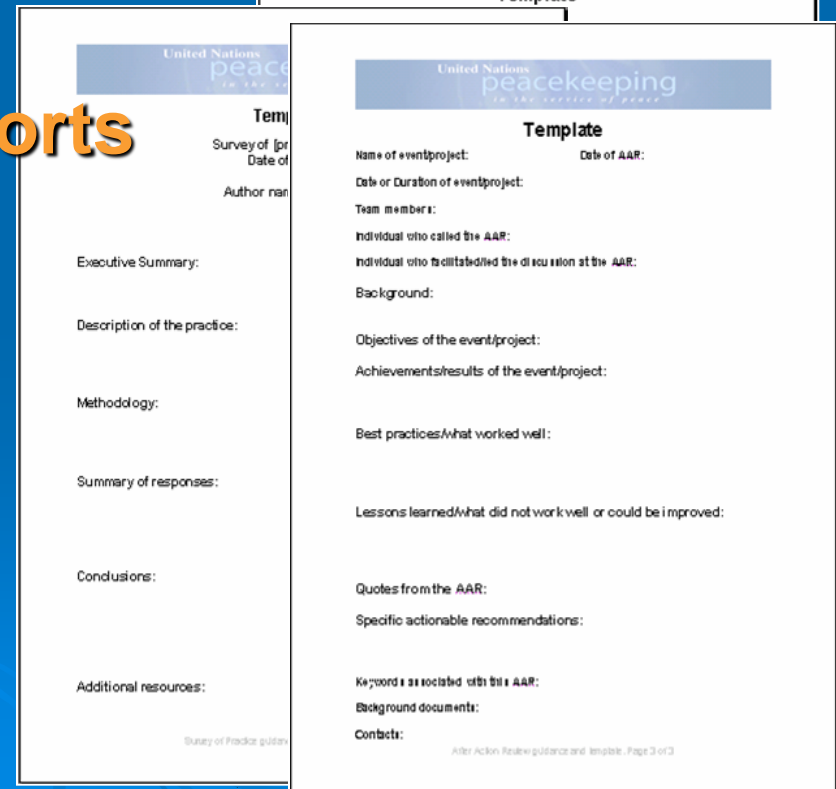
# BP Toolbox

structured way of identifying and sharing best practices and lessons learned in DPKO-DFS

- ♠ End of Assignment Reports
- ♠ After Action Reviews
- ♠ Surveys of Practice
- ♠ Less. Learned Reports
- +
- ♠ Practice Note
- ♠ Exit interviews



Template





# BP Resources

## (a) KM Team

- **Analyses BP material to identify trends, issues and good practices;**
- **Coordinates the network of BPOs;**
- **Informs the strategy and policy planning agenda of DPKO-DFS**

## (b) Best Practices Officers

- **Help 'recycle' work done elsewhere to save time and resources**
- **Set up learning tools and connect staff to peers in other missions;**
- **Capture lessons from the mission's experience**
- **Policy and practice research**



## BP Resources *continued...* c) Intranet



**THE PEACE OPERATIONS INTRANET**

HOME    UN WEBSITES    **PEACEKEEPING RESOURCES**    ORGANIZATIONAL STRUCTURE    HR REFORM    Search  go

[advanced search]

**Documents:** UNMEE: SOP on Repatriat

**Mission Intranets**

MINURCAT	UNDOF	UNMIS
MINURSO	UNFICYP	UNMIT
MINUSTAH	UNIFIL	UNMOGIP
MONUSCO	UNLB	UNOCI
UNAMA	UNMIK	UNTSO
UNAMID	UNMIL	

**Find Information**  
iSeek: Secretariat Internal Public Peacekeeping UN Website

**Resources**  
Jobs and HQ  
Field Personnel Division  
Peacekeeping Training  
New to Peacekeeping?  
Peacekeepers Glossary  
Situation Centre Briefing  
Maps & Geographic Info  
Communities of Practice

**Connect**  
Connect to other Missions  
Find a DPKO HQ Office  
Find a DFS HQ Office  
Help Desk

**COMPLAINT BOX**

**PEACEKEEPERS' FORUM**

► Haiti Earthquake  
► Attack on UN Staff in Kabul, Afghanistan

**Telephone Directory**  
First Name   
Last Name   
Functional Title

**Peacekeeping Vision**  
Policies & Practices  
**Knowledge Sharing**  
Communities of Practice  
E-Research Tools  
Maps & Geographic Info  
New to Peacekeeping?  
Pandemic Influenza  
Flexible Working Arrangements  
Peacekeeping Training  
Situation Centre Briefings  
Peacekeepers Glossary  
Focal Point for Women

**Press Clips**  
2010  
revises Uganda role in September 2010. ...read more

**News**  
e Roy at the GA UN

**What's New in Peacekeeping!**  
**Schedule for postings of field mission job openings**  
*Monday, 20 September 2010*  
The recruitment drive to attract qualified internal and external applicants for possible future placement in peaceke ...read more

**Defining a Niche for UNMIS Civil Affairs in Support to State Authorit...**  
*Friday, 17 September 2010...read more*

**News from the Secretariat: iSeek**  
**Greening Peacekeeping, a finalist of the 2010 UN 21 Awards**  
*Thursday, 30 September 2010*  
Posted: Thursday, 30 September 2010, New York | Author: DM...read more

**Peacekeeping Policies and Practices**  
Browse through materials on HQ and Field policies, procedures and lessons learned.

**Knowledge Sharing**



## BP Resources *continued...*

### (d) 25 online knowledge information-sharing networks



### (e) PBPS website - PK Resource Hub

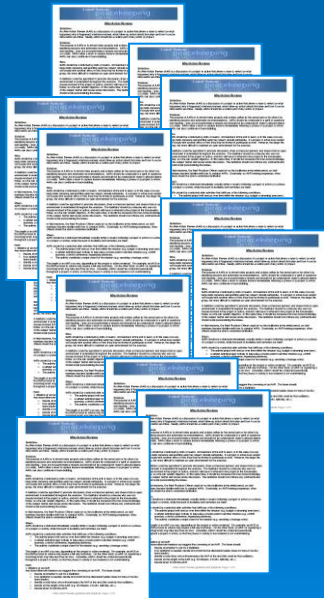
<http://www.unprh.unlb.org/PBPS/Pages/Public/Home.aspx>



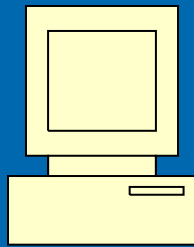
# Processing BP reports and information at HQ



## Collect



## Sort

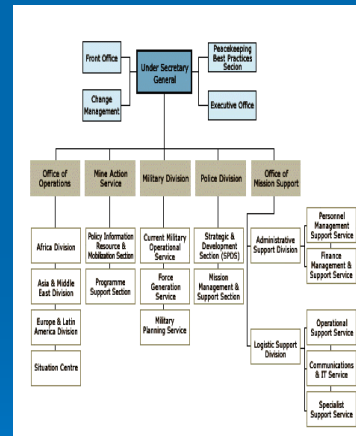


- Operations
- Police
- Mission Support
- Military
- OUSG
- Peacebuilding

## Analyze



## Consult



1. Remove issue
2. Handle internally
3. Refer to ESMT

## Recommend

### Different reviews





# **Statistics**

## **May 2006 – August 2010**



## Intranet - 1235 BP materials:

- 728 BP reports
- 507 mission materials

Authority, Command and Control,  
&  
Mission Readiness

among the most popular Intranet  
documents



# BP Community of Practice: 751 queries & replies

## Examples of COP questions & replies

- Female recruitment in local police
- Safe storage of UNPOL weapons

# **Added value of knowledge management**



# Effectiveness

## Lessons informing policy:

- ✓ UNOCI AAR of Civil Unrest/Crowd Control revision → of the Policy on Formed Police Units (2006)
- ✓ MINUSTAH AARs of integrated police & military operations / curbing gang activities → draft Monitoring and Surveillance Technology Policy (2007)

(2007)



# Innovation

- **Community Based Policing:** UNMIS UNPOL working with authorities and communities in 10 states to provide safety and security through use of traditional justice mechanisms, vocation training, literacy drives, village/farm/business watches.



(AAR Community Based Policing in South Sudan, 2008)

**Questions?**